



The Effects of Non-Physical Work Environment, Compensation, and Leadership on Employee Work Motivation at Sukadana Village Office

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Article Info

Received: July 30, 2026

Revised: August 25, 2026

Accepted: September 27, 2026

Published: September 30, 2026

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DOI: [10.29303/alexandria.v7i2.1814](https://doi.org/10.29303/alexandria.v7i2.1814)

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Abstract: This study aims to examine the effect of non-physical work environment, compensation, and leadership on work motivation among employees and volunteers at the Sukadana Village Office. This study employed a quantitative approach with an associative research design. The population consisted of employees and volunteers at the Sukadana Village Office, with a total of 62 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using multiple linear regression with the assistance of IBM SPSS. The results show that the non-physical work environment has a positive but insignificant effect on work motivation, as indicated by a regression coefficient of 0.159, a t-value of 1.538, and a significance value of 0.130. Compensation has a positive and significant effect on work motivation, with a regression coefficient of 0.177, a t-value of 2.082, and a significance value of 0.042. Meanwhile, leadership has a positive but insignificant effect on work motivation, with a regression coefficient of 0.150, a t-value of 1.448, and a significance value of 0.153. The coefficient of determination (R^2) of 0.289 indicates that the three independent variables jointly explain 28.9% of the variation in work motivation, while the remaining 71.1% is explained by other factors outside the research model. These findings indicate that compensation is an important factor in increasing work motivation among employees and volunteers at the Sukadana Village Office.

Keywords: Non-physical Work Environment, Compensation, Leadership, Work Motivation, Village Employees.

Introduction

Work motivation is an important factor in supporting organizational effectiveness and the achievement of organizational goals. Employees with high work motivation tend to demonstrate enthusiasm, responsibility, and willingness to complete their duties effectively. Conversely, low work motivation may reduce employees' involvement and contribution to organizational activities. Therefore, identifying factors associated with work motivation is particularly important in public organizations that are directly involved in providing services to the community.

One factor that may influence work motivation is the non-physical work environment. The non-physical

work environment refers to social and psychological conditions in the workplace, including interpersonal relationships, communication, cooperation, and relationships between superiors and subordinates. A harmonious and supportive work environment may contribute to employees' comfort and motivation. Empirical evidence supports this relationship. Karuniawati, Halim, and Farhan (2022) found that the non-physical work environment had an effect on work motivation among employees of the Regional Inspectorate of Malang City. Their study examined the effect of training and the non-physical work environment on employee performance, with work motivation as a mediating variable, and reported that the non-physical work environment affected work

How to Cite:

Hadi, F., Cahyadi, I., Sidharta, R., Talidobel, S., & Nurmelia, F. (2026). The Effects of Non-Physical Work Environment, Compensation, and Leadership on Employee Work Motivation at Sukadana Village Office. *ALEXANDRIA (Journal of Economics, Business, & Entrepreneurship)*, 7(2), 171-177. <https://doi.org/10.29303/alexandria.v7i2.1814>

motivation. Similarly, Kusumawati et al. (2022) examined job description, compensation, and the non-physical work environment in relation to work motivation among employees of Loa Janan Public Health Center and included the non-physical work environment as one of the factors examined in explaining employee motivation. Putri (2022) also found a positive and significant effect of the non-physical work environment on work motivation among employees of a manufacturing company. These findings indicate that interpersonal relationships and psychosocial conditions in the workplace may be associated with employees' motivation to perform their responsibilities.

Compensation is another factor that may influence work motivation. Compensation represents the rewards received by employees in return for their contribution to an organization. Fair and appropriate compensation may serve as a form of recognition and may encourage employees to perform their responsibilities effectively. Empirical evidence supports the relationship between compensation and work motivation. Kusumawati et al. (2022) examined the effects of job description, compensation, and non-physical work environment on work motivation among employees of Loa Janan Public Health Center. Their study specifically included compensation as a factor affecting employee work motivation. Similarly, Ardiansyah, Yustina, and Shaleh (2021) found that financial compensation had a significant effect on work motivation among employees of the Regional Public Hospital of Tarakan. Their study also examined leadership style as a determinant of work motivation. These findings indicate that compensation is an organizational factor associated with employee work motivation, although its influence may vary according to organizational conditions and the characteristics of the compensation system.

Leadership is also considered an important organizational factor that may be associated with employee work motivation. Effective leadership can provide direction, support, and encouragement while establishing relationships that enable employees to carry out their responsibilities. Ardiansyah, Yustina, and Shaleh (2021) found that leadership style had a significant effect on work motivation among employees of the Regional Public Hospital of Tarakan. In addition, Ramadani and Hasibuan (2024) examined leadership style, discipline, and work motivation among employees of Aromatique Art Lab, demonstrating that these organizational factors were relevant to employee work achievement. Mulyadi and Syafitri (2015) also examined leadership and work motivation in relation to employee performance at Bank BJB Syariah Branch Bogor. However, their study primarily examined the effects of leadership and work motivation on employee

performance; therefore, it should not be cited as direct evidence of a leadership effect on work motivation.

The differences in previous research provide a basis for further examination of the factors associated with work motivation. Previous studies have investigated the non-physical work environment, compensation, and leadership in different organizational contexts, including government institutions, health centers, manufacturing companies, hospitals, and other organizations. However, research examining these three factors simultaneously among employees and volunteers in a village government organization remains limited. This organizational context is important because village employees and volunteers are involved in administrative activities, public services, village programs, and interactions with the community. The present study therefore seeks to provide empirical evidence regarding the relationships between the non-physical work environment, compensation, leadership, and work motivation in a village government setting.

The issue is particularly relevant at the Sukadana Village Office, where employees and volunteers are directly involved in administrative activities, public services, village programs, and interactions with the community. The study involved 62 employees and volunteers selected using a saturated sampling technique, allowing the research to examine the entire target population.

Based on this research gap, this study aims to examine the effect of the non-physical work environment, compensation, and leadership on work motivation among employees and volunteers at the Sukadana Village Office. The study is expected to contribute empirical evidence regarding factors associated with work motivation in village government organizations and provide practical considerations for village management in developing strategies to support employee and volunteer motivation.

Method

This study employed a quantitative approach with an associative research design. The quantitative approach was used because the research involved the collection and analysis of numerical data obtained from respondents through questionnaires. The associative design was applied to examine the relationships and effects between the independent variables and the dependent variable. Specifically, this study examined the effect of the non-physical work environment, compensation, and leadership on work motivation among employees and volunteers at the Sukadana Village Office.

The research was conducted at the Sukadana Village Office, Bayan District, North Lombok Regency, located on Jalan Raya Bayan, Karang Gedeng Hamlet, Sukadana Village. The research was conducted from February 20 to July 21, 2026. The location was selected because the employees and volunteers at the village office are directly involved in administrative activities, public services, village programs, and interactions with the community. Therefore, work motivation is considered important in supporting the effective implementation of their responsibilities.

The population in this study consisted of all employees and volunteers at the Sukadana Village Office, with a total of 62 individuals. Considering that the population was relatively small and all members of the population could be reached, this study employed a saturated sampling technique. Saturated sampling is a sampling technique in which all members of the population are included as research samples. Therefore, the sample size in this study was 62 respondents, consisting of employees and volunteers at the Sukadana Village Office.

The data used in this study were collected through a survey using questionnaires. The questionnaire was distributed directly to the employees and volunteers who served as respondents. The questionnaire was used to obtain respondents' perceptions regarding the variables examined in the study. The research variables consisted of non-physical work environment (X1), compensation (X2), leadership (X3), and work motivation (Y). The questionnaire items were developed based on the indicators of each research variable and were used to obtain quantitative responses from the respondents.

The non-physical work environment (X1) represents the social and psychological conditions experienced by employees in the workplace, including interpersonal relationships, communication, cooperation, and relationships between superiors and subordinates. Compensation (X2) refers to the rewards or returns received by employees in relation to their contributions and responsibilities. Leadership (X3) refers to the ability of leaders to provide direction, influence, support, and encouragement to employees in achieving organizational objectives. Meanwhile, work motivation (Y) represents the internal and external encouragement that drives employees to perform their duties and responsibilities effectively.

Before conducting the main statistical analysis, the collected questionnaire data were processed and analyzed to ensure that the research instruments were suitable for measuring the variables under investigation. The data analysis was conducted using IBM SPSS. The statistical analysis employed in this study was multiple linear regression analysis, which was used to determine

the effect of more than one independent variable on one dependent variable. In this study, multiple linear regression was used to examine the effect of the non-physical work environment, compensation, and leadership on work motivation.

The multiple linear regression equation used in this study is formulated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where Y represents work motivation, α represents the constant, β_1 , β_2 , and β_3 represent the regression coefficients of the independent variables, X_1 represents the non-physical work environment, X_2 represents compensation, X_3 represents leadership, and e represents the error term.

Hypothesis testing was conducted using the partial t-test to determine whether each independent variable had a statistically significant effect on work motivation. The significance level used in this study was 5% ($\alpha = 0.05$). An independent variable was considered to have a significant effect on the dependent variable when its significance value was less than 0.05. Conversely, if the significance value was greater than 0.05, the variable was considered to have no statistically significant effect on work motivation.

In addition to the partial hypothesis test, the coefficient of determination (R^2) was used to assess the explanatory power of the regression model. The coefficient of determination indicates the proportion of variation in work motivation that can be explained by the non-physical work environment, compensation, and leadership. The remaining proportion is attributed to other factors outside the variables included in the research model. The research results show an R^2 value of 0.289, indicating that the three independent variables jointly explain 28.9% of the variation in work motivation, while the remaining 71.1% is explained by other factors outside the research model.

Thus, the methodological procedure in this study was designed to empirically examine the individual effects of the non-physical work environment, compensation, and leadership on work motivation among employees and volunteers at the Sukadana Village Office. The use of a quantitative associative design, saturated sampling, questionnaire-based data collection, and multiple linear regression analysis provides an empirical basis for testing the proposed relationships among the research variables.

Result and Discussion

Respondent Characteristics

This study involved 62 respondents consisting of employees and volunteers at the Sukadana Village

Office. The respondents were selected using a saturated sampling technique, in which all members of the population were included as research respondents. Based on age, 24 respondents (38.7%) were aged 18–25 years, 23 respondents (37.1%) were aged 26–35 years, and 15 respondents (24.2%) were over 35 years old. The distribution indicates that most respondents were within the productive age range.

The characteristics of the respondents are relevant to the research because employees and volunteers are directly involved in village administration, public services, implementation of village programs, and interaction with the community. Therefore, their work motivation is an important factor in supporting the effectiveness of public services at the Sukadana Village Office.

Table 1. Validity and Reliability Test

Variable	Validity Range	Cronbach's Alpha	Decision
Non-physical Work Environment (X1)	0.352–0.674	0.781	Valid and Reliable
Compensation (X2)	0.252–0.729	0.739	Valid and Reliable
Leadership (X3)	0.344–0.628	0.705	Valid and Reliable
Work Motivation (Y)	0.276–0.561	0.884	Valid and Reliable

Source: Processed research data, 2026.

The results demonstrate that the questionnaire has adequate validity and internal consistency. The highest Cronbach's Alpha value was obtained by work motivation (0.884), while the lowest was obtained by leadership (0.705). Nevertheless, all variables exceeded the required reliability threshold.

Validity and Reliability Test

The validity test was conducted to determine whether the questionnaire items were capable of measuring the research variables. The results show that all questionnaire items had calculated *r* values greater than the critical *r* value of 0.250. Therefore, all items measuring the non-physical work environment, compensation, leadership, and work motivation were declared valid.

The reliability test was conducted using Cronbach's Alpha. All variables obtained values above the minimum criterion of 0.60. Therefore, the research instrument was considered reliable and suitable for further statistical analysis. The results are presented in Table 1.

Classical Assumption Test

Before conducting multiple linear regression analysis, classical assumption tests were performed to ensure that the regression model was appropriate. The tests included normality, multicollinearity, and heteroscedasticity.

Table 2. Classical Assumption Test

Test	Variable/Model	Result	Decision
Normality	Regression residual	P-P Plot follows diagonal line	Normal
Multicollinearity	Non-physical Work Environment	Tolerance = 0.700; VIF = 1.428	No multicollinearity
Multicollinearity	Compensation	Tolerance = 0.722; VIF = 1.384	No multicollinearity
Multicollinearity	Leadership	Tolerance = 0.681; VIF = 1.491	No multicollinearity
Heteroscedasticity	Regression model	Random scatterplot pattern	No heteroscedasticity

Source: Processed research data, 2026.

The normality test indicates that the residual points are distributed around the diagonal line of the P-P Plot. The multicollinearity test shows that all tolerance values exceed 0.10 and all VIF values are below 10. Meanwhile, the scatterplot shows randomly distributed points without a specific pattern. These results indicate that the regression model meets the required classical

assumptions and can therefore be used for further analysis.

Multiple Linear Regression and Hypothesis Testing

Multiple linear regression analysis was used to determine the effect of the non-physical work environment, compensation, and leadership on work motivation. The results are presented in Table 3.

Table 3. Multiple Linear Regression and Hypothesis Testing

Hypothesis	Relationship	Regression Coefficient	t-value	p-value	Decision
H1	Non-physical Work Environment → Work Motivation	0.159	1.538	0.130	Not Significant
H2	Compensation → Work Motivation	0.177	2.082	0.042	Significant
H3	Leadership → Work Motivation	0.150	1.448	0.153	Not Significant

Source: Processed research data, 2026.

The multiple linear regression equation is:

$$Y = 11.023 + 0.159X_1 + 0.177X_2 + 0.150X_3$$

The positive coefficients indicate that each independent variable has a positive direction of relationship with work motivation. However, the statistical significance differs among the variables. The non-physical work environment and leadership do not have statistically significant effects, whereas compensation has a statistically significant effect on work motivation.

Effect of Non-Physical Work Environment on Work Motivation

The results indicate that the non-physical work environment has a positive but insignificant effect on work motivation. The regression coefficient of 0.159 indicates a positive direction, but the significance value of 0.130 is greater than 0.05. Therefore, H1 is not supported.

Although the statistical effect is insignificant, respondents generally perceived the non-physical work environment positively. The variable obtained an average score of 3.35. The highest score was related to respondents' comfort with the workplace atmosphere, while the lowest score concerned whether the work environment supported them in performing their work effectively.

This finding indicates that a favorable interpersonal and psychological environment does not necessarily become the primary factor determining employees' motivation. The relatively high and similar perceptions among respondents may reduce variation in the variable, making it difficult for the non-physical work environment to explain differences in motivation. In other words, a comfortable working environment may function more as a supporting condition that prevents discomfort rather than as a direct source of increased motivation.

For the Sukadana Village Office, maintaining good communication, harmonious relationships, and a supportive workplace atmosphere remains important. However, the results suggest that efforts to increase motivation should also consider other factors that may have a more direct influence.

Effect of Compensation on Work Motivation

The results show that compensation has a positive and significant effect on work motivation. The regression coefficient is 0.177, with a t-value of 2.082 and a significance value of 0.042. Because the significance value is below 0.05, H2 is supported.

The descriptive findings show that compensation obtained an average score of 3.24, which falls within the

high category. The highest-rated item concerned the statement that rewards provided in the workplace encouraged respondents to work better. Meanwhile, the lowest-rated item concerned the suitability between salary and workload.

The significant result indicates that compensation plays a more direct role in encouraging work motivation in this research setting. When employees and volunteers perceive that the rewards they receive are appropriate and that their contributions are recognized, they are more likely to demonstrate greater enthusiasm and responsibility in performing their duties.

This result also provides an important practical implication for village management. Improving compensation systems, providing appropriate rewards, and ensuring that compensation is perceived as fair may contribute to strengthening employee motivation. Thus, among the three independent variables examined, compensation appears to be the factor with the strongest statistical evidence of an effect on work motivation.

Effect of Leadership on Work Motivation

The analysis shows that leadership has a positive but insignificant effect on work motivation. The regression coefficient is 0.150, with a t-value of 1.448 and a significance value of 0.153. Since the significance value is greater than 0.05, H3 is not supported.

Despite the insignificant statistical effect, respondents generally assessed leadership positively, with an average score of 3.37. The highest-rated indicator concerned the ability of superiors to encourage employees to work more enthusiastically. The lowest-rated indicator concerned the willingness of superiors to listen to employees' suggestions or complaints.

The finding suggests that leadership practices at the Sukadana Village Office are generally perceived positively but do not sufficiently differentiate employees' levels of work motivation. One possible explanation is that employees and volunteers already have established responsibilities and obligations that encourage them to continue performing their duties regardless of variations in leadership practices.

Therefore, leadership remains necessary for directing, coordinating, and supporting employees, but the results indicate that leadership alone is not sufficient to significantly increase motivation in this particular setting. Other factors, particularly compensation, appear to have a more direct relationship with motivation.

Coefficient of Determination

The coefficient of determination was used to determine how much variation in work motivation could be explained by the three independent variables.

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square	Explanation
0.537	0.289	0.252	28.9%

Source: Processed research data, 2026.

The R^2 value of 0.289 indicates that the non-physical work environment, compensation, and leadership jointly explain 28.9% of the variation in work motivation, while the remaining 71.1% is explained by other factors outside the research model.

The relatively large proportion of unexplained variation indicates that work motivation is a multidimensional phenomenon and may be influenced by various individual and organizational factors beyond the variables examined in this study. Future studies may therefore consider additional variables that could explain work motivation more comprehensively.

Overall Discussion

Overall, the findings demonstrate different effects among the three independent variables. The non-physical work environment and leadership both have positive directions but do not reach statistical significance. Compensation, on the other hand, has a positive and significant effect on work motivation. This means that although a harmonious work environment and supportive leadership are important organizational conditions, compensation appears to be the factor most directly associated with work motivation among employees and volunteers at the Sukadana Village Office.

The findings also provide an important empirical contribution because they demonstrate that factors commonly assumed to influence motivation do not necessarily have statistically significant effects in every organizational context. The characteristics of village government organizations, the roles of employees and volunteers, and the nature of public service responsibilities may influence how employees respond to workplace conditions, leadership, and compensation.

In practical terms, the Sukadana Village Office should maintain a positive working atmosphere and effective leadership while giving greater attention to the fairness, appropriateness, and recognition aspects of compensation. This approach may provide a more effective basis for strengthening work motivation among employees and volunteers.

Conclusion

This study concludes that the non-physical work environment has a positive but insignificant effect on work motivation among employees and volunteers at the Sukadana Village Office. Although respondents generally perceived the non-physical work environment

positively, the statistical results indicate that improvements in workplace relationships, communication, and working atmosphere were not sufficient to significantly increase work motivation.

Compensation has a positive and significant effect on work motivation. This finding indicates that appropriate compensation, including salary, benefits, and rewards, plays an important role in encouraging employees and volunteers to improve their enthusiasm, responsibility, and performance. Among the three independent variables examined, compensation is the only variable that demonstrates a statistically significant effect on work motivation.

Meanwhile, leadership has a positive but insignificant effect on work motivation. Although leadership was generally perceived positively by respondents, its influence was not statistically strong enough to significantly explain differences in work motivation. This suggests that employees and volunteers may have other sources of motivation beyond leadership practices.

Overall, the non-physical work environment, compensation, and leadership explain 28.9% of the variation in work motivation, while the remaining 71.1% is explained by other factors outside the research model. Therefore, village management should maintain a supportive work environment and effective leadership while giving greater attention to fair and appropriate compensation as an important factor in strengthening employee and volunteer motivation.

Acknowledgments

The authors would like to express their sincere gratitude to the Sukadana Village Office, Bayan District, North Lombok Regency, for granting permission and providing support throughout the research process. The authors are also grateful to all employees and volunteers of Sukadana Village Office who willingly participated as respondents and provided the information and responses required for this study.

The authors would further like to express their appreciation to the academic supervisors, lecturers, colleagues, and all parties who provided guidance, encouragement, suggestions, and assistance during the preparation and completion of this research. Their support contributed significantly to the successful completion of the research and the preparation of this article.

Finally, the authors would like to thank everyone who contributed, either directly or indirectly, to the research process, particularly during data collection and data processing. The authors sincerely appreciate the time, cooperation, and support provided throughout the study.

Funding: This research did not receive any specific financial support or grant from public, commercial, or non-profit funding agencies.

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